

Message Text

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ACTION MMO-02

INFO OCT-01 AF-08 ISO-00 AID-05 IGA-02 SS-15 SP-02 PER-01
ABF-01 NSC-05 OMB-01 /043 W
-----101034Z 102550 /17/50
P 031350Z MAR 77
FM AMEMBASSY NAIROBI
TO SECSTATE WASHDC PRIORITY 6553

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C O R R E C T E D C O P Y REF (B) SHOULDREAD STATE 043034
VICE STATE 045034

DEPT ALSO FOR AID/W

E. O. 11652: N/A
TAGS: APER, KE, E AID
SUBJ: AID PERSONNEL REQUIREMENTS

REF: (A) MY LETTER TO PARKER, AAG/IIS, FEB 23, 1977,
(B) STATE 043034

1. I HAVE BEEN GRAPPLING WITH SPONGY TASK OF PUTTING BRAKES
ON EVER INCREASING PERSONNEL GROWTH AT THIS POST WITH
FRUSTRATING RESULTS. ONE AREA IN WHICH I FEEL MOST STRONGLY
IS AID, PARTICULARLY WHEN COMPARING USAID PERSONNEL MANAGE-
MENT REQUIREMENTS WITH THOSE OF OTHER COUNTRIES FOR VALUE
OF PROGRAM. AID/W IS CRITICAL OF SOME AID MISSIONS REGARDING
WORK PERFORMANCE; SOME MISSIONS SLING VERBAL TELEGRAMMED MUD
BACK BY SATELLITE TO WASHINGTON. BOTH OCCASIONALLY BLAME
STATE FOR LACK OF SUPPORT OR INTERFERENCE. THE TEMPTATION
IS TO STAND ASIDE, SHRUGGING SHOULDERS AND LET THE JELLIED
AMORPHOUS MANAGEMENT MASS ALONE, FEELING RESTRUCTURING IS
HOPELESS. I BELIEVE THE PRESENT TIME PARTICULARLY APPROPRIATE
TO CHALLENGE THE PROBLEM. WE HAVE A CHANCE TO CHANGE THE
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QUAGMIRE TREND TO ONE OF EFFICIENT DEVELOPMENT; OF PRODUCTIVE
RESULTS. AID CAN BE EXTREMELY EFFECTIVE INSTRUMENT OF US
POLICY. BUT IT NEEDS RENOVATION. A MAJOR AREA OF CONCERN
IS PERSONNEL. I WOULD HOPE THAT DEPARTMENT AND AID/W WOULD
COORDINATE EFFORTS TO GET A HANDLE ON MANPOWER RESOURCES.

2. WHILE THE BUCK HAS TO STOP SOMEWHERE, IT ALSO HAS TO

START SOMEWHERE. SO, I'M BUCKING THE PERSONNEL GROWTH PROBLEM HERE IN NAIROBI: THE SPECIFIC CASE THAT PROMPTS THIS CABLE AND REQUIRES IMMEDIATE ATTENTION AND ACTION IS ARRIVAL IN NAIROBI OF MCGEE WITH TRANSFER ORDERS AND INSTRUCTIONS (REF B) TO ESTABLISH THREE SLOT AAG/ISS OFFICE. WHILE I HAD GIVEN PREVIOUSLY (16 DEC 76) FAVORING NOD TO ESTABLISHMENT OF OFFICE, I HAD EXPECTED MODE REQUEST TO BE FORTHCOMING, WHICH TO DATE NOT RECEIVED. MY LETTER (REF A), COPIED TO AF/EX KRYZA APPARENTLY NOT YET RECEIVED AS OF 1 MARCH. MEANWHILE, ADDITIONAL AID PERSONNEL REQUIREMENTS FOR NAIROBI MATERIALIZED:

(A) USAID/KENYA REQUESTED MY APPROVAL OF 16 FEB FOR FOUR ADDITIONAL POSITIONS;

(B) I LEARNED THAT REDSO IS CONTEMPLATING REQUESTING SEVERAL POSITION INCREASE.

IN CASE OF (A), PRIOR TO ANY CONSIDERATION OF REQUEST, I HAVE ASKED WHAT I CONSIDER PERTINENT QUESTION: ADMINISTRATIVE COST COMPARISON ANALYSIS FOR EVERY DOLLAR GRANT/LOAN TO KENYA: WHAT DOES IT COST TO GIVE AWAY/LEND ONE DOLLAR? ADDED TO THE PROBLEM OF AAG/IIS REQUEST IS PRESSURE THAT MAY WELL BE PLACED ON THIS POST TO ACCEPT OTHER AGENCY (SUCH AS LABOR) PERSONNEL, BASED ON ARGUMENT: IF AID CAN ESTABLISH NEW POSITIONS, WHY CAN'T WE? THIS PERSUASION HAS BEEN USED BEFORE.

3. AS MODE APPROVAL FOR AAG/IIS HAS NOT YET BEEN GIVEN (REQUEST NOT YET RECEIVED), I ASK STATE/AID TO HAVE SYMPATHETIC UNDERSTANDING OF ACTION I AM TAKING RE AAG/IIS NAIROBI OFFICE LIMITED OFFICIAL USE

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AS PART OF EFFORT TO TACKLE BASIC PROBLEM.

4. I CANNOT HELP BUT BE SYMPATHETICALLY INCLINED TOWARD ANY PART OF OUR GOVERNMENT WHOSE TASK IS TO RIGHT WRONGS, AND PROTECT USG FROM FRAUD OR ILL-DOINGS, AS IN CASE OF AAG/IIS. BUT I AM RELUCTANT TO APPROVE THEIR ADDING TO THE JELLO PYRAMID OF AID PRESENCE AT THIS POST.

5. ONE POSSIBILITY WOULD BE TO APPROVE THE THREE POSITIONS OF AAG/IIS IF THREE EXISTING AID POSITIONS IN NAIROBI COULD BE ABOLISHED. THIS WOULD PUT THE BURDEN ON AID/WASHINGTON TO TAKE A SKEPTICAL LOOK AT CURRENT AID STAFFING IN KENYA, PERHAPS IN CONNECTION WITH THE OVERALL REVIEW WHICH I HAVE RECOMMENDED. I WOULD APPRECIATE COMMENTS ON THIS SUGGESTION. I FEEL THIS WOULD BE A STEP IN THE RIGHT DIRECTION, WITHOUT PREJUDICING MY AUTHORITY TO APPROVE OR DISAPPROVE OF OTHER REQUESTS, PENDING OR FUTURE.

DECON 3/3/78

MARSHALL

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NNN

Message Attributes

Automatic Decaptioning: X
Capture Date: 01-Jan-1994 12:00:00 am
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: PERSONNEL MANAGEMENT, PROGRAMS (PROJECTS)
Control Number: n/a
Copy: SINGLE
Sent Date: 03-Mar-1977 12:00:00 am
Decaption Date: 01-Jan-1960 12:00:00 am
Decaption Note:
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 22 May 2009
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
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Drafter: n/a
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Executive Order: N/A
Errors: N/A
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Litigation History:
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